

TERMS OF REFERENCE

CONSULTANCY SERVICES TO STRENGTHEN COMMUNITY HEALTH WORKFORCE PROGRAMS AND SYSTEMS IN AFRICA

The African Union (AU) has received financing from the African Development Bank (AfDB) to support the management of COVID 19 pandemic. Part of the development objective is to strengthen Community Health Workforce, programs and systems in Africa.

1. Introduction and Background

Officially launched in Addis Ababa, Ethiopia, in 2017 as a specialized technical institution of the African Union (AU), the Africa Center for Disease Control and Prevention (Africa CDC) is Africa's first continent-wide public health agency. Africa CDC envisions a safer, healthier, integrated, and stronger Africa, where the Member States (MS) can effectively respond to outbreaks of infectious diseases and other public health threats. The agency's mission is to strengthen Africa's public health institutions' capabilities to detect and respond quickly and effectively to disease outbreaks and other health burdens through an integrated network of continent-wide preparedness and response, surveillance, laboratory, and research programs.

In order to achieve its mission, the Africa CDC works in all geographic regions of Africa and has instituted five technical divisions to focus on the following priority areas:

1. Surveillance and disease intelligence.
2. Preparedness and response.
3. Laboratory systems and networks.
4. Disease Control and Prevention; and
5. Public health Institutes and research.

The division of Disease Control and Prevention (DCP) is a technical division of the Africa CDC. The division mandate is to support AU MS for the prevention and control of endemic and neglected tropical diseases, non-communicable diseases including mental health, (NCDI and M) and scale up integrated, institutionalized and sustainable community health systems on the continent to achieve the 2017 Heads of States and Government commitment to recruit, train and deploy 2 million Community Health Workers (CHW) on the continent to achieve positive health outcomes. The DCP division consists of four units,

namely the Unit of endemic and neglected tropical diseases; non-communicable diseases, mental health and injuries; community health systems and reproductive health.

The community Health Systems unit has the objectives of establishing and strengthening CHW programs in AU MS for Health systems strengthening. It envisages to scale up integrated, institutionalized and sustainable community health systems on the continent.

In line with the assembly decision on the 2M CHWs and in supporting COVID 19 response, Africa CDC, cognizant of the critical role of CHWs in pandemic response, launched the Partnership to Accelerate COVID 19 Testing (PACT): Trace Test, Treat (3Ts) to facilitate the implementation of the Joint Continental Strategy for COVID 19 response. Through the initiative, Africa CDC supported the recruitment, training, and local deployment of over 30000 CHWs across 29 AU MS to support in Surveillance activities mainly contact tracing and active case search, facilitating referrals for COVID 19 testing and treatment, and risk communication and community engagement (RCCE) activities for awareness creation and promote vaccine uptake as soon as they became available.

Generally, AU MS have made significant progress in strengthening community health systems on the continent. Findings from recent studies conducted by the Africa Union Commission (AUC), Africa CDC and partners indicates that, despite progress made still there are challenges that need to be addressed, the challenges include : inadequate National Community Health programs financing and sustainability, weak coordination among community health stakeholders, weak community health information system, weak integration between Community based program and the formal health system, gaps in Community health policies and guidelines and also inadequate political support that leads to inadequate recognition, support and inclusion of CHW as a critical human resource for health among others.

The finding from this survey were disseminated to AU MS and partners through a high-level meeting on Community health in Africa held from 11-13 October 2022 at the AU Headquarters in Addis Ababa Ethiopia. Key output from the meeting was the establishment of Continental community health coordination mechanism to address the observed gaps and the identification of the Community Health champion to drive the Community Health agenda on the continent towards strengthening and sustaining CHW, Program and Systems in Africa.

It is in this context that the African Union-Africa CDC Africa CDC in collaboration with partners aims to continue addressing the observed gaps through technical and financial support in building in country and regional capacities for resilient community health workforce, programs and system on the continent.

Africa CDC is inviting bids for the recruitment of a firm consultant with proven experience and expertise in the field of community health to strengthen Community Health Workforce Programs and Systems in 10 AU eligible MS.

2. PROJECT OBJECTIVES

Overall objective:

To support the scaling and strengthening of integrated and sustainable community health systems and workforce on the African Continent through provision of technical and financial support for capacity building at country and regional level while continue advocating for political support and commitment to advance the African Union's 2 million CHW initiative.

The specific objectives and components of this consultancy include:

- Map out community health workers and stakeholders in 10 AU MS that still don't have community health data base.
- Provide technical support to 10 AU eligible MS to establish a CHW data base (CAR, Comoros, Niger, Liberia, Zimbabwe, Burundi, Sierra Leone, Gambia, South Sudan and Togo).
- Develop a documentary on Africa CDC milestones, impact and partnerships in strengthening Community Health Systems on the continent as a publicity and advocacy tool;
- Support Community Health System strengthening on the continent through provision of in-country technical support in the development and implementation of National Community Health Strategic Plan and recruitment, training (using CHWs integrated service delivery approach) and deployment of CHWs for Public Health emergency response for some selected Member States.

3. Scope of Work and Expected Outputs/deliverables

The expected outputs on the specific objectives of this consultancy are:

- Information on existing community health workforce and stakeholders as a result of mapping exercise which will facilitate coordination among community health stakeholders led by the Government.
- Identify geographical distribution of existing CHWs for proper planning and resource allocation.
- Use available data to advocate for more resources and operationalization of the continental Community Health coordination platform.

- Supported AU Member States in Emergency preparedness, response, and recovery as part of community health System strengthening.

3.1 Mapped CHW and Stakeholders and establishment of digital CHW database at country level; activities include to:

- Establish CHW stakeholder's coordination mechanism at country level led by Ministries of Health in the 10 countries.
- Host in-country stakeholders coordination workshops led by the MoH to map CHW and stakeholder at country level in the 10 selected countries.
- Provide follow-up technical support to the selected MS in establishing CHW and Stakeholders database.

3.2 Developed Documentary on Africa CDC milestones, impact & partnerships in strengthening Community Health Systems on the continent.

- In- country visit to document and prepare a documentary on Africa CDC milestones, impact and partnerships in strengthening Community Health System on the continent. The documentary will be used for publicity and Advocacy.

3.3 Supported AU MS in Emergency preparedness, response and recovery in building resilient CH system; activities include to:

- Support in country development and implementation of National CH strategic Plan and support deployment of CHWs (using integrated service delivery approach) for Public Health emergency response in selected AU MS.

4. Africa CDC Evaluation and Performance Measurement Strategy

Throughout the project period, Africa CDC will work with the consultant to determine programme effectiveness and impact through process and outcome evaluation of funded activities. Process evaluations will assess the extent of planned activity implementation and their impact in terms of yielding feasible and sustainable programmatic outcomes. Outcome evaluations will assess whether funded activities lead to the intended outcomes, including public health impact and will include, but is not limited to:

- The extent to which the consultant manages, analyses and shares performance measure data. This includes indicators and shared data, which will comprise programme targets, timeframes and assessments.
- In addition, Africa CDC, in partnership with the consultant firm, will participate in site monitoring and supervision visits and data collection activities, which will be

used for programme monitoring and continuous quality improvement to highlight key process and outcome data results throughout, and at the completion of, the project period.

Throughout the implementation period, Africa CDC will work with the firm to monitor and assess the awardee systems that underline and generate technical programmatic and financial reports. All outputs, including the raw data and draft documents, analyses, and final documents and products will belong to Africa CDC.

5. Evaluation and Qualification Criteria – Firm

5.1 Past experience

The consultant should demonstrate the following experience requirement.

- The assignment will be carried out by a consulting firm with a multidisciplinary team with experience in implementing community-based interventions including, - recruitment, training, deployment, supervision of community health workers for emergency response or and for Health system strengthening ; strengthening Community Health systems in MS via development of CHWs strategies, CHWs investment cases, CHWs advocacy strategies; supporting Ministries of health in the implementation of CHWs integrated services delivery particularly with documented experience in implementing these activities for over 5 years.
- Africa CDC expects the consulting firm to be well-versed in results-based management and to develop an annual work plan that incorporates the main components of results-based management, including process and outcome indicators to facilitate the monitoring and evaluation of activity implementation and impact.
- Consulting firm preferably an NGO should have demonstrable experience working in African countries at the community level or with other public health partners such as the WHO and the Global Fund to Fight AIDS, Tuberculosis, and Malaria; Bilateral agencies such as the Government of China, the United States Centers for Disease Control and Prevention, Department for International Development (DFI); multilateral agencies such as the European Commission; multilateral Development Banks, e.g., the World Bank and African Development Bank; RECs, and other donor organizations such as the Bill & Melinda Gates Foundation (BMGF).
- Proven experience in implementation of Community based projects with a focus on community Health Workers recruitment, training, deployment and supervision.
- Consulting firm should provide excerpts from annual reports, publications, abstracts of conference, or similar documents clearly demonstrating that the organization has the needed capacity.

5.2 Financial Statements, and relevant documentations

- The consulting firm should provide a 1-2page executive summary from three consecutive audit years,
- Audits should have occurred recently (e.g., within the last 3 years)
- Firms should also submit a copy of national registration, incorporation or other documentation showing the legal status of operation.

6. Key Experts Qualification and Experience

The Consulting firm will propose a highly qualified project manager as Team Leader. Specifically, the Consultancy team will include the following key personnel:

6.1 Project Manager

Education and work experience: the project manager should demonstrate ability to fulfil the following requirements:

- Has master's degree in Public Health or any related discipline with 5+ years in community development and at least 5 years of experience in managing/coordinating projects on Community Health System Strengthening.
- Demonstrate managerial/supervisory experience, in particular in building a multi-disciplinary team and putting systems in place to deliver technical assistance across multiple fields and managing team performance, particularly with proven record of accomplishment of developing high performance within project teams.
- Experience of managing large and complex, multidisciplinary consultancy projects is essential and previous experience in supporting continent-wide assessments and plans.
- Has experience in engaging countries and strengthening community health systems.
- Expertise in operating at regional, national and community level; coordinating regional training and conducting country assessments is required.
- Fluent in English; working knowledge of French is an advantage. Sound interpersonal and communication skills and excellent presentation skills are required.

6.2 Senior epidemiologist

Education and work experience: the senior epidemiologist should demonstrate ability to fulfil the following requirements:

- Technical skills and experience in supporting public health programs with special emphasis on community health in Africa, epidemiology and surveillance, health information systems, and related workforce capacity development,
- Proven experience in data collection, analysis, and use of data to make recommendation, and communicate decisions of a technical nature to both scientific and lay audiences;
- Proven experience in technical and scientific writing skills, in addition to narrative and technical reporting skills;
- Knowledge of public health programs, health sciences research and health systems strengthening, and experience in supporting projects and programs under government ministries and external donors;
- Familiarity with administrative and management practice and processes typically employed by public health and other public sector programs, particularly in the context of emergency response;
- Demonstrable experience with international organizations and knowledge of operations of National Public Health Institutes;
- Knowledge of oral communication techniques and skill in presentation delivery, program consultation, and credible verbal response to inquiries;
- Skills in translating technical information into presentations, briefings and reports and funding proposals for both technical and lay audiences;
- Experience in working and managing associated relationships with Member State entities and partners.

6.3 Knowledge Management and communication Officer

Has a Master's degree in Information Systems, Information Technology, Communication, Computer Science or other related disciplines with the below experience:

- Experience in building knowledge management programs within technical groups within a regional, continental.
- Experience in the communications field, planning, writing, editing, and producing communications through a variety of print and online media.
- Exceptional written, oral, interpersonal, and presentation skills, demonstrated ability to convey messages through clear and concise writing.
- Experience managing websites and social media, WordPress experience preferred.
- Proficiency with Adobe Creative Suite (InDesign, Photoshop, Illustrator, Acrobat, and Premiere). Graphic design experience is a plus.
- Photography and/or video production skills.
- Experience communicating with and influencing senior leadership as well as framing discussions to gain valuable feedback and experience.

- Proven experience in leading teams to deliver impact and managing a team that implemented a knowledge management framework.
- Strong technical and scientific writing skills, in addition to narrative and technical reporting skills.
- Knowledge of public health principles and practice as they relate to the implementation of public health programs and service delivery.

7. Indicative Time Frame

The service will be completed within a period of six (6) calendar months from the date of signing the contract (effective date). The following time frame/schedule (in months) is proposed for the key deliverables (please note that several of these activities can overlap):

- Signing/Effective Date of Contract
M
- Submission of Inception report M+0.5
- Africa CDC documentary & in-country stakeholders coordination workshops
M+3
- National CH strategic Plan, Deployment of CHWs & CHWs Database
M+5
- Submission of Final report M+6

DELIVERABLES	PAYMENT	ANTICIPATED DATE
Submission of Inception report	10%	M+0.5
Africa CDC documentary & Report of in-country stakeholders coordination workshops	40%	M+3
National CH strategic Plan & CHWs deployment & Registries	40%	M+5
Submission of Final report	10%	M+6

8. Reporting Content

Inception report: The inception report will include the work plan with the objectives/activities, anticipated timelines, expected outcomes, indicators, and responsible authority as approved in the proposal.

Workshop/Meeting reports: A template for these reports will be shared by Africa CDC to be completed after each workshop and key meetings.

Monthly progress report: This report will include an executive summary of the achieved deliverables understandable to non-technical readers with annexes with all the technical details of activities. A section on milestones and monitoring and evaluation will be included and cover all indicators as indicated in the project proposal. All achievements, feedback on implementation, and share lessons learnt, challenges, and best practices.

Training Materials: All training materials will be available in English and translated to French. Soft copies of all curricula and training materials (including SOPs, PPT, etc.) will be made available to workshop participants. In the case of in-person workshops, hard copies of the training material will also be made available to participants. These training materials will be handed over to Africa CDC after completion of the assignment.

Documentary: The documentary should be done in English with transcript if the interviewee speaks in French or local language. The photos and video used should be of very good quality and the materials should be given to Africa CDC at the end of the consultancy.

CHWs data base: The CHWs data base should clearly contains CHWs distribution across the country, districts, level of training and content, activity package and related data should be handed over to the Ministry of Health and Africa CDC.

Final Report: The final report will include an executive summary of the study understandable to non-technical readers with annexes with all the technical details of achieved deliverables.

Language: The reporting language for meetings and reports will be in English. However, training materials will be made available to participants in English and French. Workshops/ meetings will have French interpretation.

Submission/comments timing: The timeline for report submission follows the calendar described in section VII (indicative Time Frame).

Number of report(s) copies: All reports will be submitted in electronic version to the Head of Division of DCP, Africa CDC, the Principal Epidemiologist and Program Lead Community Health System at Africa CDC HQ.

The minimum time input for each of the experts within the duration of the project is indicated below.

#	Key Experts	Time Input
1	Project Manager	132 man-days
2	Senior Epidemiologist	132 man-days
3	Knowledge Management and Communication officer	132 man-days

9. Transfer of Knowledge

Under the assignment the firm Consultant is required to provide a well-tailored training to stakeholders (CHWs). The firm under this assignment is required to provide a detailed plan on how to transfer the knowledge to Africa CDC, AU MS and other stakeholders. The firm consultant is required to provide a detailed methodology on preparation of workshops and provision of trainings as indicated in the scope of work.

10. Intellectual Property

All information pertaining to this project (documentary, audio, theme song, digital, cyber, project documents, etc.) belonging to Africa CDC, which the consultancy firm may come into contact within the performance of the duties under this consultancy will remain the property of Africa CDC. Except for purposes of this assignment, the information will not be disclosed to the public nor used in whatever without written permission of Africa CDC in line with the national and International Copyright Laws applicable.